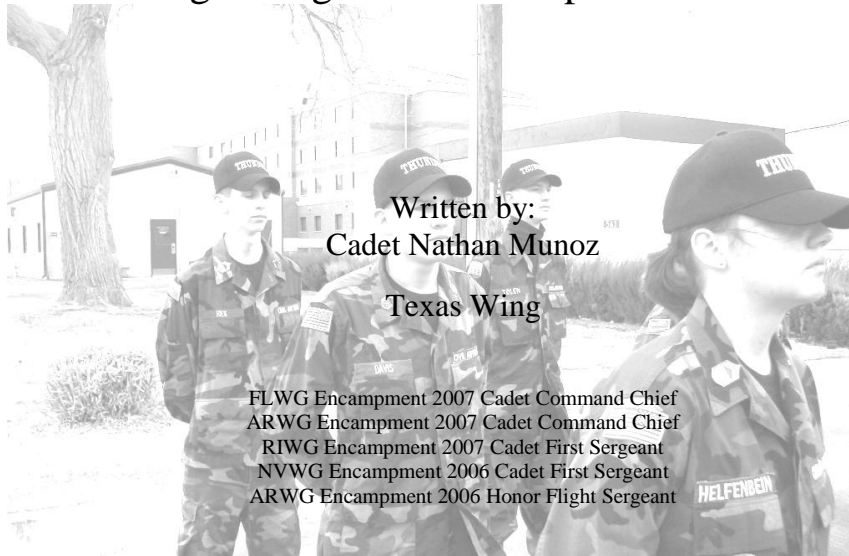


The Flight Sergeant's Encampment Handbook



This Handbook is intended to help prepare you, as a Cadet Flight Sergeant, to lead a flight through a Civil Air Patrol Basic Leadership Encampment. This Handbook is not perfect, and will not possibly come close to preparing you completely for the task ahead of you. It is based on the personal experiences of the Author, and the personal experiences of other Civil Air Patrol Cadets and Senior Members asked to contribute opinions and ideas. I hold no blame or responsibility if you don't do well in your position. Not everything Chief Smith does is perfect in the little stories by the way.

Three things required to be an outstanding Cadet NCO.

1. **Trust**-Your cadets must trust you.
2. **Competence**-You need to understand before you can teach.
3. **Responsibility**-It's always your fault, be ready and don't ever pass blame




Strike Flight-Honor Flight

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Chapter One: *First Impressions.*



The first hints of sunlight creep over the trees. Everything is quiet. It's the first day of encampment and you are pumped! You've had all your briefings and have been waiting for days to Rock and Roll. You hear something, and the other Flight Sergeants down the line notice it too. Chests suddenly inflate, and Aviators get put on. The Flight Commanders stop talking, the Squadron Commanders get into position and the First Sergeant starts smiling. The Basics are arriving...

The first day of the encampment can be the most important one for many reasons. It will be the first time many of the cadets see you and make impressions about you and your ability. It will be the first time many of the basic cadets have been to the encampment. It probably will be the first chance you have to show how good you are too. Get to know your cadets as well as you can, as you will be working with them for a week.



The buses come to a halt in front of the cadet staff. As one, the Flight Sergeants descend on the buses. The Cadet Basics, their knuckles white with fear, sit in the seats and by some miracle snap to seats attention as the Flight Sergeant enters the bus.

The first day is the day to get the rules, SOP, and Chain of Command memorized by the cadets. You will be busy the next couple of days so now is the best time to do this. Set the standard for the encampment on this day. Stay absolute in your mission.

“I am Cadet Chief Master Sergeant Smith. I am your Flight Sergeant. You will address me as Chief. Is that UNDERSTOOD cadets?” The Cadets are more than a little nervous. “Yes Chief!” They reply.

Knowledge and Leadership:

“Through my Civil Air Patrol experience, I have learned that leadership roles tend to provide the leader with more knowledge than the followers, so take advantage of any leadership role possible, including Flight Commander. Always remember that mental attitude plays a far more important role in a person's success or failure, than mental capacity! While in your position of leadership, be sure to make every second count, and keep in mind that a group is only as strong as its weakest member.”

James Brandon Looney, C/LtCol, CAP

Every encampment has rules and policy. This is the day to make sure your cadets abide by them. Things such as minimum water intake, conduct at chow, lights out or room rules need to be taught to the flight. They don't know themselves, and they won't get it the first time. Make sure they follow the set protocols or you have a tough week ahead of you. You are there to teach them. Therefore, you need to set the standard and exceed the standard, while teaching the cadets under you to do the same.

The Standard Operating Procedure, SOP, CTG, SOI, or OI, is the blood of everything you are there to teach. Everything should be in there, from the history of CAP to the seven basic responses. The cadets will look at it as a little colored book to burn at home. You need to make sure they know what they need to know for every day, and then some. This gets you on the path to honor flight and to teaching these cadets to be leaders and to follow in your footsteps.



“The role of Flight Sergeant isn't an easy one, and you may want to quit but u should fight through it and never show your flight that u feel weak. Always be strong and look at the positive of what's at hand.”

NATHAN GENDRON, C/SSgt, CAP

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As a Flight Sergeant, you are to be addressed as Sergeant or Chief if you are a Chief. If you're an Airman in that position, take it up the chain. Flight Commanders are Sir or Ma'am usually. Squadron Commanders are a very important Sir or Ma'am and Cadet Command Staff is the most important of all. The First Sergeant, now that's a tricky one. Go up the chain and find out what the First Sergeant's term of address is, because it changes from place to place. It would be good to know this and make sure your cadets know it by heart because the First Sergeant or Command Chief pretty much runs the encampment on the field.

Get to know your cadets, find out who you want as a Flight Guidon Bearer and give yourselves a name. Something like the Charlie Browns or the Delta Devils. Something that... 'sings' if possible. Something you can make Jodie's about. Jodies are important to flight morale and will be needed further into the encampment. They can be used to attack another flight or defend yours against such attacks. While it may seem juvenile, it's a major part of encampment.

Bravo Flight Blues

"Being a flight sergeant at encampment was one of the most difficult challenges I have faced in CAP. It taught me a few things..."

- 1. Patience-with the basic cadets.*
- 2. Patience-with really annoying cadet officers (and occasionally first sergeants).*
- 3. Patience-with any problems that come your way.*
- 4. Always remember this phrase "This too shall pass"*
- 5. Always stay on the good side of your flight commander and squadron staff. They are the ones that can make the encampment a good (or terrible) experience for you.*
- 6. Don't irritate your fellow flight sergeants-they may retaliate.*
- 7. SLEEP IS YOUR FRIEND*
- 8. Don't sweat the little stuff.*
- 9. Good communication is VERY important. Stay informed on what is going on around you.*
- 10. Most importantly, RELAX. Encampments are not ALL work. Sometimes, you just have to chill."*

TABITHA NILSEN, C/1st Lt., CAP

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Chapter Two: ***Don't Puke on me Kid!***

-The Beginning

4:59AM: The air inside the Charlie Flight barracks is still. Cadets sleep warmly, dreaming of fresh waffles and sputtering bacon.

5:00AM: The door opens and the cold air invades the room. The Flight Sergeant materializes in the middle of the barracks.

Your cadets will most likely have a lot of bad ideas about the next couple of days. For the first time in their cadet careers, they might be worried about their uniform, or shaving, or about their hair. The first day is stressful, so let your cadets get as much sleep as possible. However, don't forget one crucial thing. **DO NOT BE LATE ANYWHERE.** Nothing kills the Command Staff's patience like flights being late. Don't wake your cadets up earlier than you are supposed to either. Just be quick to do everything, and therefore...early. Don't forget to get enough sleep yourself too. As a Command Chief I got maybe three hours of sleep a night and that was stupid of me. There will always be things to do, but teaching a cadet or learning a Jodie can wait till the morning.

"Get up and into PT uniform! Let's go, move it! Up, up and away!" Chief Smith yells as he circles the barracks. "Get into a line on the wall! Johnson, get that Guidon!" A cadet dumps out his luggage on his bed and starts rooting through it. "Downs? What are you doing Airman?" The Chief's face is red. Cadet Downs starts crying as he responds, "Chief, I can't find my PT shoes!"

Your cadets are going to make mistakes. You are going to make mistakes. The Cadet Commander is going to make mistakes. Get used to it, get over it, and get on with the encampment. Work with the mistakes, and try to fix them. If you expect a perfect encampment, and a perfect flight, grow up a bit.

One of the things cadets fear at encampment is the PT. Usually in the morning, PT does a lot to bind a flight together. Be sure to reinforce teamwork to your cadets. The PT session usually consists of stretching, thirty pushups in 3 sets or so, some sit-ups and maybe a run. Some cadets have the spirit to do their best, some won't. Try to work with them and show them it can be done, and show them good examples to follow.

This is the day that will set the standard for the encampment. Be completely confident that your cadets know who the cadet staff is, what the rules are, and be sure that they are learning their memory work. When they aren't drilling, they need to be studying. And when they aren't studying, they need to be drilling. Be strict and firm with your cadets, but don't overdo it. The cadets want to be able to say: "My Sergeant can beat up your Sergeant!" They shouldn't say: "My Sergeant is meaner than your Sergeant!"

"Order of chow, order of chow, it's time to eat so feed me now! This is the order of chow! Charlie, Bravo, Delta, Alpha!" Charlie flight sounds off as they take their place at the head of the line.

At every encampment I've been to, there have been different eating arrangements. At some encampments, active duty personnel are always first, so it takes a long time to get a flight through the line. Some encampments have cadet kitchens with senior members and cadets pulling KP duty. A lot of things concerning chow are the same at each encampment too. Basic Cadets do not talk. They get food and wait at attention until their table is full and then they sit down and commence eating. Usually there is a Medical officer somewhere in the area, doing checkups. This is also a good time for impromptu Cadet Staff meetings.



Hopefully you've chosen a name for your flight. Start making a simple Jodie, more like a slogan. Anything that sounds good and shows off will do. Your cadets should have marching together down and you should

have your Guidon trained and prepared for their task.

Trust is Gold

“Being a Flight Sergeant is probably going to be the hardest and most challenging thing you will ever do in your Civil Air Patrol career. That being said, it is also the most rewarding. Cadets will look up to you and your performance, as a Flight Sergeant will be seared into their mind as the epitome of how a Sergeant should look, act and lead.

Although there will be countless obstacles and challenges, one of the most important lessons I learned is to trust your cadets, and to earn the trust of your flight. When your cadets trust you, they know you are leading them exactly where they need to go. Cadets tend to trust their Flight Sergeant rather easily, but you do have to earn it to a certain degree. Trusting your cadets is the hard part. Why? Because they can hardly do anything right! One cadet or another will be embarrassing your flight and making you look bad. However, after a few days, if you loosen the iron grip you have on your cadets, and let them start taking a little more responsibility for themselves, they will notice. When you give trust your cadets, they will act accordingly, they WANT to prove to you that they deserve your trust.

When your cadets trust you, they would follow you to the ends of the earth, and when you trust your cadets, and they learn to take care of themselves, they begin to turn into leaders. With a flight like that, nothing can stand in your way.”

HANNA KOBZEV, C/1st Lt, CAP

If you are indoors much of the time, here is a good idea. Have the cadets hit the walls when Senior or Cadet Staff walks by or through the area. It shows respect for the Staff member and it clears the pathway of obstacles since staff members usually have somewhere to go. Hitting the walls consists of having the cadets line up on the walls at parade rest until the staff member passes. They should go to attention when appropriate staff members walk by. At some encampments, that is all staff and at some that is only Officers. Find out what is your standard and follow it.

Chapter Three: *Motivate me Sergeant!*

-The Fired up Fun

“Chief Smith! Bravo flight said they declared war on us!” Cadet Brandy said as she returned from her water break. “What’s that mean?” Chief Smith said to his Flight Commander. The Flight Commander shrugs and the TAC officer, Captain Warner speaks up. “Jodies son! I don’t know what I’ve been told, Arkansas sure ain’t cold!”

In case you haven’t noticed, my stance on an encampment is two-fold. Training for the Basics and a competition among staff to make their basics better than the rest is what encampment consists of. A great way of asserting dominance on the drill pad (once you have drill down) are Jodie’s and cadences. When I was challenged to a Jodie war, I hit them with one after another. I think it was a total of six originals, including the famous *Alpha Flight has no hope, their Flight Sergeant is a joke*.

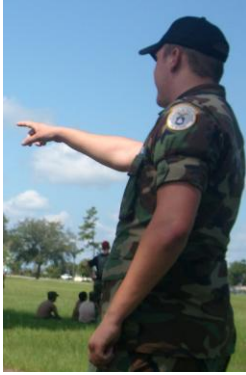


Always keep at least one or two Jodie’s in reserve, because at first it’s a competition to see who can last the longest. Then it’s who’s the loudest. If you assert, every free second you have that you and your flight are the best, you more than likely will be. It worked for me after all.

Motivation is a lot more than Jodie’s though. It’s being able to trust your cadets and let them know that you trust them. It’s about instilling pride and respect. It’s also about making them realize that learning is good. They need to take all the information and regulations and rules you have and absorb them until you have nothing left to give. Then you turn to your Flight Commander, your TAC, or your Squadron Commander to continue lessons.

A lot of things can happen to demoralize your cadets. Family issues at home or the general stress of encampment can get to cadets. Doing something wrong or

making a mistake can be really embarrassing and it's even worse at encampment. Put yourself in their shoes when they start crying. At least one person in every flight cries, even if you don't know about it.



“Mansfield, fix your canteen.” C/Chief Smith reminds the cadet. She sits down and props the Guidon on the wall as she tightens her harness. C/Chief Smith hears footsteps on the stairs and watches the entryway. A C/2d Lieutenant steps into the room. “Room Tench-Hut!” Smith calls loudly. Mansfield stands up, and in slow motion, the Guidon decides to meet the STAN/EVAL Cadet Officer. The guidon gives him a love tap on the head with a resounding *smack*. The Lieutenant goes down. Mansfield, maintaining perfect POA, suddenly realizes what happened. “Sir? Am I getting a demerit? Medic!!!”

“How:”

Motivate, motivate, motivate. You hear this constantly the upper flight staff and from the executive staff. But what really makes your flight stand out from all the rest? What will make your flight honor flight?

As a flight sergeant, it is your job to know every ability that your cadets possess. Use these abilities to prove to everyone that you are worthy, that you deserve it. Do not be afraid to use new “out of the box” methods to catch the eye of the executive staff. Singing new and different songs and doing “tricks” show the dedication, determination, and individuality of your flight.

Follow through with this for the entire encampment, showing off your abilities in a different way everyday. Prove that you can dominate the competition, no matter what obstacles come your way. Give them confidence by showing them that you want to win just as badly as they do, if not more. Remember, a flight that competes together, wins together.

REBECCA FRASER, C/Lt. Col, CAP

Get your cadets involved. Part of the Encampment is leadership. A lot of Basic Cadets are perfectly fit to fill your position. A lot of Flight Sergeants should have never marched a flight. Some people have it, some don't. Ask your cadets to help you make Jodies or ask them what kind of items they want to learn about.

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Make sure your flight has some personality. Give the cadets time to socialize and learn about each other. You're a family, and they need to start acting like it. Let them sort out differences without you and then start to learn to be leaders within the flight.

At the same time, look at the other flights and at your own. What are you missing in your flight? What are the other flights missing? Be nice to the other flights in your squadron, because sometimes an ally in a Jodie war can be very nice. Don't be afraid to let them have it once you're out of a tight spot though, there can only be one number one.

I also suggest having flight meetings every night. Recap what they learned and ask them to share quickly about their day. Have the cadets help wake each other up and have them help each other with uniforms.

Can do:



"The most important quality of a Flight Sergeant is a can-do attitude. He must be willing and able to take care of any tasks asked of him. He needs to be able to find whatever he needs to get the job done with little or no supervision. He needs to get the job done while keeping in mind the needs and well-being of his people."

Carlos Jose, Captain, CAP

Some Jodies for consideration.

Sergeant, Sergeant, can't you see/All this marching's killing me/Dress it right and cover down/Forty Inches All Around/Six to the Front and Three to the Rear/That's the way we do it here/Took away my faded jeans/Now I'm wearing O.D. Green/Used to drive a Chevrolet/Now I'm marching all the way/Mama, Mama, Can't you see/What encampment's done for me/Standing tall and looking good/Oughta be in Hollywood/Charlie Flight is Number One/We can always get things done/Second Squadron is best of all/We never trip, we never fall/Hold your head and hold it high/Charlie Flight is passing by/Sergeant, Sergeant, can't you see/We're the best of the CTG

- 1) Old King Cole was a merry old sole, and a merry old sole was he
- 2) He called for his pipe and he called for his bowl and he called for his basics three
Beer, Beer, Beer, said the Basics
- 4) What merry men are we
- 5) For there's none so fair that they can compare to the best of the CAP

Each time, start with lines 1 & 2, substituting the next rank. You add a rank each time, listing the responses of that rank & the ranks below it. End each verse with lines 3 & 4

For Example:

Old King Cole was a merry old sole & a merry old sole was he
He called for his pipe and he called for his bowl and he called for his Sergeants three
Left, Right, Left said the Sergeants
We want a three-day pass said the Airmen

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Chow, Chow, Chow said the Basics
 What merry men are we
 For there's none so fair that they can compare with the best of the CAP

Responses:

Basics: Chow, Chow, Chow, Airmen: We want a three-day pass, Sergeants: Left, Right, Left, Louies: What do we do now?, Captains: Push those papers!, Majors: We do all the work!, Colonels: Who's gonna shine my shoes?, Generals: Who's gonna drive my jeep?

I look to my front and who do I see?/a motivated First Sergeant leading me./I look to my rear and who do I see?/Nasty little Delta getting close to me.

Let me hear the sound of your left (stomp left)/ sound of your right (stomp right)/ sound 'em both (stomp both)/ one more time (again).

Sound Sound Sound your left (stomp left)/ sound your right (right), sound em both (both)/ one more time (again).

Hip hop Lolli pop let me hear your left foot drop/ again please/ a little louder/ oh my holy cow let me hear it three counts now/last one make it count let me hear you push it out.

Sixteen Avenues to Success:

- 1. Never let your integrity be in question with yourself or others "be honest".*
- 2. Never second guess yourself because that is a sign of weakness.*
- 3. Be loyal to your superiors and more loyal to your subordinates.*
- 4. Observe before you act, fully assess the situation.*
- 5. Take care of your men, be hard but fair and equal, and never single a soldier out for mistakes.*
- 6. Never compromise your standards.*
- 7. Make sure your men are well equipped and have what is necessary to accomplish their task.*
- 8. Make sure your men know what is expected of them and find out what they expect from you.*
- 9. Eliminate distractions.*
- 10. Set the example for your subordinates because they will copy your actions.*
- 11. BE what you want your soldiers to be.*
- 12. KNOW what you are asking and employ your men in accordance with their capabilities.*
- 13. DO what you ask, never tell your men to do something that you are unwilling or unable to do.*
- 14. Don't ask your men to do something, you tell them*
- 15. Look out for the welfare of your men.*
- 16. LEAD BY EXAMPLE!*

JAMES N BASHFORD, Cadet Candidate

Chapter Four: *Can't you see what encampment's done to me?*

-Training Cadets to Succeed

“How are you doing Cadets?” C/Lt Col Johnston asks as she returns C/Chief Smiths salute. “OUTSTANDING MA’AM!” They reply as the other flights turn to watch. “Ya’ll are having a good day I take it?” The C/Lt Col asks. “EVERYDAY MA’AM!” They reply. The C/Lt Col beams. “Outstanding job Smith, simply outstanding.” C/Chief Smith grins as he salutes. “Thank you Ma’am. They are a good bunch of cadets.”



By the middle of the encampment, your flights should be looking like sharp cadets. They might know every line of ‘Old King Cole’ and they should have drill and even counter columns down by this time. Uniforms should be as nice as possible, hydration and hygiene should be evident. Make sure your cadets are clean and well groomed. They should be taking baths, as you should also. You have probably had some kind of room inspection by now, and if you haven’t, ask for one. If you don’t ask for one, at least ask for some criteria to teach your cadets. Ask you TAC if there is anything they think can be done better. Ask the Flight Commander to let you know every little thing he sees wrong with the cadets.

Tell the cadets they are very close to being perfect (if they are) and then ask them to give you another five percent. Make sure their boots are shined and that they are calling everyone by their right title. Surprise your cadets, have the First Sergeant ask them questions or do a drill down for a break. Let the winner drill the flight for the

next drill down. Have a bearing contest or do some tabletops. Let the cadets try to break you if you think you can hold out.

Never again:

"As a Flight Sergeant, you are the most tangible and influential form of leadership cadets are exposed to. You will never again have such contact with basics.

Since you are in such close proximity and spend long periods of time with your flight, it's easy to become frustrated to the point of a conniption. While discipline and sounding off are crucial, allowing your emotions to control your behavior is not. Keep the anger out of your voice while maintaining the sense of urgency.

By remaining composed and in control, you're actually more intimidating and certainly more effective."

FUMIKO E. HEDLUND, C/Major, CAP



Your Cadets should be showing every staff member proper respect at all times. They should be saluting every officer that walks by, and they should know every staff member in the chain of command, as well as the order of the chain of command. They should know where their flight members are from and how to say that town correctly. There are many ways to teach these items. Everything from asking Staff

to introduce themselves, to having your flight make jodies about them can be effective. I remember several Flight Sergeants and Flight Commanders who would make Jodies about me when I walked by. Doesn't matter if they are good, uplifting, or just funny and witty; just be sure to do them in good taste. It's a good way to get noticed by the Cadet Command Staff as long as you do it properly. Find what works best for you and your flight.

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Your cadets should jump up and down wanting to volunteer. They should have motivation out the kazoo. They should walk with their chests blown up and with a swagger that tells everyone out there who they are. They shouldn't be overconfident, but they should be able to show others what they know. If they get recognition for their drill prowess, then build on that area and continue to be the best. Don't forfeit other areas that need improvement, but reprioritize. They should have a love for drill and should understand the importance of it. If you have time, teach some of your cadets how to drill a flight or play drill games. Just keep teaching them.

“Alpha Flight Come in.” C/Lt Col Mitchel said into his radio as the CAP van stopped and Charlie Flight filed out. “Looks like Alpha got lost Chief.” C/Lt Col Mitchel said as he stepped out of the van. C/Chief Smith laughed, “They would have just slowed us down Sir. Cadets, lets move these chairs into that building. We have twenty minutes! Move!” Ten minutes later, the last of the chairs was stacked and Charlie Flight was back in the van. C/Chief Smith massaged a smashed hand as C/Lt Col Mitchel boarded the van and took out his Merit/Demerit pad. He wrote something on a sheet and handed it to C/Chief Smith as soon as the van reached its destination. C/Lt Col Mitchel nodded as he got out of the van. C/Chief Smith read the sheet and smiled. “We got Fifteen Merits cadets!” The cadets froze. “Hoorah!” They cried loudly, slapping each other on the back.

Chapter Five: *Move it or lose it!*

-The Last Lap

Chief Smith smiles as Charlie Flight forms up in front of him. "Everyone got everything packed?" He asks. "Yes Chief!" They reply. "You cadets Motivate me. Let's keep it that way alright?"



The last steps of the encampment are going to be both a relief and pain. You are finally almost done with leading these cadets. You're tired, you want a soda, and you probably stink. You haven't slept well all encampment and you want to check your Myspace. Suck it up! This can be one of the hardest times of encampment!

Your cadets might think encampments over, make sure they know it isn't. Not everyone passes an encampment. Your cadets should be looking good right now so make sure they stay that way.

Consider putting them at rest so they can exchange contact information. Some of the best friends I know are from encampments. It's always interesting to know someone who knows someone that knows you.

Make sure they pack everything and they clean their rooms. If it's open bay, there will always be things to be done. If your cadets finish early, find stuff to do. That might be enough to push you to honor flight. Don't forget to clean the bathrooms!

Do not forget to tell your cadets you are proud of them (if you are.) They've worked their rear ends off for you for a week. They deserve something.

Words of the Wise

"A great leader ALWAYS has time for the people under them."

Never say "I don't know."

Don't say "I'm sorry...Say I'll fix it."

CHASE CORRELL, C/2d Lt. Ret.

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Chapter Six: *The gifts of Pride and Honor.*

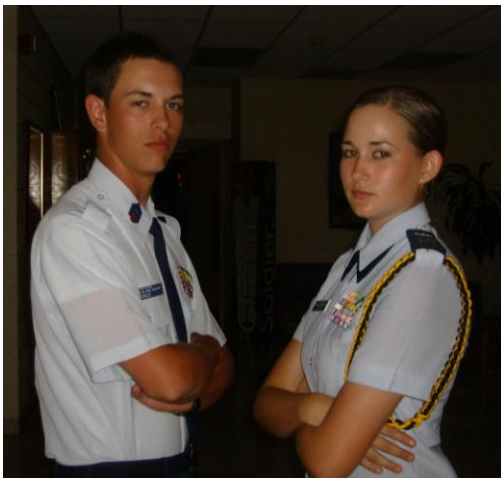
-The Final Day of Encampment

So this is it, the last day of the encampment. Your feet are cracked and your hands can't stop shaking. You never want to see your flight commander again and you don't want to eat anything but homemade meals. Let me say something again. Suck it up.

Your cadets should be in blues the final day. Bring extra nameplates, ribbons, and insignia because cadets will forget these items.

After Pass and Review you and your cadets should have some kind of graduation ceremony. The Honor flight, Honor Staff, and Distinguished Graduate awards will be presented here. You may win, and you may not, but regardless, if you've done your best, you've succeeded.

Once that's over, cadets will probably be released to parents of other family



members. Say good bye to each one of your cadets personally, and give them a last bit of encouragement. If you have the time, tell the parents about the good things their child has done at encampment. Cadets can keep going off an encampment experience for quite a while. Invite them back next year to the advanced flight or as staff.

“Chief Smith?” Cadet Daul asks quietly. C/Chief Smith turns around and smiles. “Yes Daul, whats up?” Cadet Daul grabs two adults and faces them towards C/Chief Smith. “This was my flight Sergeant Mommy, and he really did a good job.” The parents look at each other and C/Chief Smith realizes that Cadet Dauls father is actually Colonel Daul. “It was a pleasure leading your son Sir.” Smith says as he shakes the Colonel’s hand. Colonel Daul smiles and says, “How’d you like to go to Hawk Mountain Chief?”

The only reason you are at this encampment is for the cadets. Never forget that.

Chapter Seven: *I'm not a mother!*

-Adjusting Cadets to Basic

When cadets arrive at the encampment, they are going to be jetlagged, tired, and just plain cranky. Some might have flown from across the country hours before. They are going to miss their TV, their cell phones, their mommies, and their beds. Keep them busy! The worst thing is to leave



your flight with time to think about stuff. Because thinking leads to wanting something they don't have and that leads to bad attitudes. Always have them learning something or doing something. Drill, classes, leadership, or SOP memorizing are things that can occupy your cadets for a while.

Cadets also may have real problems that need attention. Blisters, dehydration, fatigue, all these things can be very serious issues if they are not cared for. Your TAC officers should have prepared for this but you should never depend on anyone else to take care of your cadets. Bring moleskin and extra socks for blisters. Take care of them before they become a problem. I have seen flights cut in half because of 'walking wounded'.

Don't Forget:

"As a basic cadet, you're prone to mistakes. Nervousness, anxiety and fear of punishment naturally place us into making mistakes. Teach your basics that it is absolutely fine to make mistakes, as long as they can learn from them. If they get down on themselves, they will only suffer more mistakes."

DANIEL JAMES JACKSON, C/CMSgt, CAP

Written by Cadet Nathan Munoz, Texas Wing, CAP
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Dehydration can be a very real threat. I have seen first sergeants go to the hospital for a full day because of dehydration. Don't try to be cool, drink water. Find a proper amount and drink it. Make sure your cadets do the same, and make sure they drink a set amount of water with each meal. These cadets are entrusted to you.

There will be long periods of time that the cadets will be in formation. Just because you feel fine doesn't mean that your cadets can stand at POA in 100 degrees for very long. Have water breaks often, and sitting breaks every hour.

Sometimes
there will be issues
that cadets don't
want to tell you
about or you are not
prepared to handle.
If you think you
have an experienced



and mature First Sergeant, ask him for advice or to take care of it. If the problem is personal in nature, or involves family, let the chaplain or TAC officer know.

“Chief Smith! Mansfeild is crying!” A cadet said as he emerged from a doorway. “What happened?” Smith said as he followed the cadet. “She broke up with her boy friend!” Smith shook his head. “Oh no. Please no...”

Chapter Eight: *Yes Sir, or Chief, or Ma'am?*

-Getting along with other staff

When you show up at an Encampment, there will most likely be cadets there you don't know. I have been to encampments across the United States from Hawaii, and met people only the day of encampment. I'm not saying that's always the case, but you will definitely meet new people and make new friends.

Different Squadrons train different types of cadets. Be prepared to see cadets with orange covers, or wearing boots with the Blues uniform. These are both legal, though they may not be common in your squadron. They may do drill or call commands differently but they are still Civil Air Patrol cadets, and know more than you think.

No matter what though, they are your fellow staff members. Get to know them and discuss goals for the Basic Cadets, the staff, and the encampment. Hopefully you've at least talked to your Flight Commander before the encampment. It would be a good idea to contact the First Sergeant and ask what kind of expectations they have or ask for advice. The First Sergeant usually has a lot of experience and wants you to succeed.

"Aim High and It Will Take You Far."

CALVIN-PAUL O. STEWART, C/Lt. Col, CAP



Written by Cadet Nathan Munoz, Texas Wing, CAP
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Chapter Nine: *Where's your Cover Sergeant?*

"Prepare, for, Inspection!" Calls the First Sergeant. Chief Smith stands in formation, confident of his cadets and their uniforms. He notices a fuzzy feeling on his chin. "Oh no," He thinks, "I forgot to shave!" He wills the hair to disappear, to shrink, or for the Cadet Commander to be blind. The Cadet Commander steps in front of him and inspects the Chief. "Chief you do realize that personal grooming is just as important as your cadets grooming?" The Commander says as he writes down something on his clipboard.

Inspections can be scary, even for staff. I've forgotten my blues nameplate to an encampment and was Chief Kravcheno for the graduation ceremony. Your cadets will most likely forget belts, shoes, covers, ribbons, shirt stays and nameplates. If you want to fix this problem, check them early in the week and bring extra items if you are able.



"As a flight sergeant, everything you say and do will make an impact on the future career and development of the cadets under your command. This responsibility cannot be taken lightly. Plan your actions and consider the consequences, but most importantly- do not set the example... be it!"

PETER H. IMBRIALE, C/Lt. Col, CAP

I'm not going to go on and on about inspections. Here's a hint. **READ THE MANUAL.** 39-1 is your friend. Have a high standard for your cadets, and keep that standard yourself. Check over your cadet's uniforms regularly, you want to look good for whoever is watching.

Written by Cadet Nathan Munoz, Texas Wing, CAP
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Chapter Ten: *Words from Cadets*

-Advice from Cadet Members

How to Be the Best Possible Flight Sgt. You Can Be At Encampment.

By: C/CMSgt. BEN FRAZIER (FLWG)



The most important thing I feel that you can do as a flight sgt. is demand respect from your doolies and you must do so at all times. Without this they will not respect you. The first thing you do when they walk though the door is you introduce yourself and tell them where you're from. Second, you will remind them that you are not there as their friend, but rather as their flight sergeant. Make sure that they know that they will refer to you not by your last name, but will address you as sergeant or chief. You must not at any time be friendly towards them or they will lose respect for you, because if they see you as a friend they will not listen to you as they would their leader. The biggest mistake a flight sergeant can make is to try and be friends with his/her doolies, keep that in mind. You also need to be as loud as possible at all times; always sound off and require the same from your doolies. Also, set goals for your flight, things you would like to accomplish while at encampment and share them with your doolies. Lastly, tell them what you require of them.

What my flight commander and I did at the previous 2007 Florida Wing Summer Encampment was we organized encampment into three phases. The first phase was the hardest, they had to double time everything they did. At meals they were required to eat at attention. They were always at by the ripples while waiting in lines, and they were never permitted, at any time to look into the eyes of staff members. The important thing to remember about phase one is that it is a correction phase, you are not hazing them in any way. The second phase, you start to ease up on them a little bit. For example, instead of giving them "attention", you would permit them to stand at parade rest and remind them that it is a reward for all of their hard work. Make sure

that you always remind them that if they continue to work hard, more of their privileges will be restored. You will notice in phase two, if it is executed correctly, your doolies will become highly motivated and work harder. My flight at this summer's FLWG Summer encampment took home the most awards. All of them, except for Officer and NCO of the day, were earned during phase two and three. That shows that if phase two is executed correctly, your doolies will become highly motivated. Just remember that just because it is phase two does not mean that you go easy on them, just easier than you were in phase one. Just remember throughout all three phases you will always require hard work, determination, and motivation. Always remind your flight that they're the best, and all of their hard work will pay off in the end. Phase three, the final phase, which are the last two days or the last day, which is at the discretion of the flight sergeant and flight commander, is the easiest phase for the doolies. Instead of them standing at parade rest they are permitted to stand at ease. They're allowed to sit at ease and quietly talk while eating. Remember, if they start to lose their bearing, put them back to phase two or one if needed, but this shouldn't happen. If they see you working hard, they will too. Remember, first impression last impression, You'll notice that your doolies will carry over everything they learned in phase one and two over to phase three and will remain highly disciplined and motivated at all times, always require this of them.

Another thing you can do to make yourself better while at encampment is to meet with your 1st SGT or Command Chief in your free time and discuss with them what you can do better as a flight sgt. If you listen and apply their advice it will make you a lot better at your job. The most rewarding thing at encampment is at the end after graduation when your doolies come and thank you for your hard work. Remember, if you are easy on your doolies all week long, they will not thank you at the end because they won't be instilled with a sense of discipline, so they'll have nothing to thank you for. So don't be their friend, which is the most important thing.

The thing I like most about encampment is that it makes you a better NCO if you go as staff. Another important thing is to sound off with your diaphragm, it sounds better and you'll avoid losing your voice. Make sure you bring cough drops to

encampment because you'll need them by the last two days even if you've been using your diaphragm. Always set the example because you lead from the front! Always remain as squared away as possible while at encampment. Never think as a NCO that you know everything, you can always learn something from you senior NCO's and Officers; this will help you a great deal while at encampment.

Here are some things to remember as a flight sergeant while at encampment.

1. Set the example.
2. Always sound off and require the same from your doolies.
3. Look out for the welfare of your doolies.
4. Always be highly professional in front your doolies.
5. Train your doolies as a team.
6. Make sound and timely decisions.
7. Seek responsibility and take responsibility for your actions.
8. Insure each task is understood, supervised, and accomplished.
9. Know yourself and seek self-improvement.
10. Develop a sense of responsibility among your doolies.

If you apply all of these things at encampment you are not only guaranteed success but also that you'll be successful in making your doolies into better cadets.

How to deal with questionable Commands

By: Cadet BRIAN LAMACH (COWG)

A piece of advice when dealing with "over zealous" cadet officers is to never "back down" or "just let it go". If you believe that a person's commands are physically, mentally, emotionally or even spiritually harmful, or if they are detrimental to the cadets training experience then it is your duty and moral responsibility to act. Negotiations are out of the question. When possible you should discuss the matter with the officer out of the eye of the cadets in order to retain the officer's authority and respect. However, if necessary you should take the matter to a higher authority. This does not mean tattle-

telling on every minute detail of their command that you might dislike but, instead using a mindful and responsible judgment call on your behalf to asses the situation and act accordingly. Whatever you do, do not let the officer lecture you into believing that for whatever reason they are just. Keep in mind at all times the philosophies of F.M.A. Voltaire when he said that "Men who can make you believe absurdities, can make you commit atrocities".

Never Ever:

By: C/Capt. KATE FORSYTHE (MAWG)

"I have never been a flight sergeant at an encampment. Never have, never will. But I had a great one at my basic encampment. Which raises a very important question, what makes a great flight sergeant?



1. Pay attention to what they need, and make sure you fulfill these needs.

Different kinds of needs are outlined in the Leadership 2000 and beyond volume 1 manual. You would be wise to review these. Make sure you are able to recognize the difference between needs and wants. If you fail to do this, your cadets will walk all over you.

2. Make sure you trust them, but more importantly, make sure they trust you. By the end of the week at my basic, my flight sergeant (Chief Kelley) felt almost like my second mother, only he was a lot more hardcore and meaner. Just remember, you want them to trust you, not be best friends with you.

3. Motivate them. There is nothing worse than an unmotivated flight. Motivating can be anything from yelling at them, to challenging them to write a new Jodie or a slogan of sorts to be used at chow. Be creative with your motivation techniques, and try to have a sense of humor.

Key points:

Written by Cadet Nathan Munoz, Texas Wing, CAP
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- Be in charge of your flight. That is your job, isn't it?
- Be on top of things. Know where you have to be at what time and what's going on.
- Be creative. Encampment should be a challenging, enriching, exciting experience. Don't put a damper on the any of these.

Don't yell at me! It hurts my feelings...:

By C/Capt. MARIO POZO (FLWG)

If you have ever served on encampment staff or plan on serving, then you already know about RST and the Cadet Protection Policy. We all have a fear of stepping into the zone of hazing and having our CAP career jeopardized. Hazing is serious and avoidable. The key is to be smart and analyze your actions. Think before you act and make sure you can always explain yourself. Many new sergeants jump into the position of authority not knowing how to properly discipline or yell. If utilized correctly, a stern voice can get your message across clearly without ever hazing. The following are steps, guidelines, and tips to use when you have to use a stern authoritative tone.

Immediate Correction

- o Point out the obvious. Let doolies know their arms aren't swinging forward enough or correctly. Their salute is not exactly angled correctly, 90 degree arm parallel to the ground and 45 angles on the forearm. Measure with confidence and make them strive for perfection and the impossible. Correct every drill movement you notice is not exactly as shown and written in the D&C manual. Be constant but don't overdue the corrections or let it take greater emphasis over more important aspects of training such as time schedules.
- o Always remind them of time. Keep the doolies moving and keep them on time. You can let them know how long they are taking and how long it should take. Mention the importance of time and remind them of activities that will suffer due to their delay.

- Stress customs and courtesies. ALWAYS correct errors in customs and courtesies.
- Always follow up corrections with some positive reinforcement. Let them know you see their progress.

Correction During Serious Matters

- When a flight fails inspection, loses at a competition, or misbehaves to the level where command takes interest you need to correct them. This is where many fall into the hazing trap. These are situations where you may feel you need to scream, curse, and throw things but hold back. Line them up and speak with a stern voice and maintain a serious and professional presence.
 - Let them know your disappointment
 - Remind them of who they let down with lack of motivation
 - Flight Members
 - Flight Staff
 - Squadron Staff
 - Group Staff
 - Command Staff
 - Explain what went wrong
 - Explain how to improve
 - Let them know what they did right
 - Motivate them by insuring they know you feel they are the best around.
 - Show their strengths over other flights
 - Remind them of Accomplishments
 - Remind them of when they worked correctly and how effective it was
 - Leave them pumped up ready to improve. Don't leave them disappointed, spiteful, or shamed.

Why should one yell?

- You should only yell to merely amplify your speech and ensure you have the attention of the group. By amplifying your tone of voice you establish you are the one in charge or you are the one attention should be on at the moment. It also ends any chit chat among the doolies. In an encampment style activity, you yell to motivate and create a sense of urgency. It is natural for doolies to feel a little nervous and rushed. Leave fear and dominance for the movies.

How much...is too much?

- The point of an encampment is to promote growth and teamwork in a stressful environment and to push the doolies to accomplish the impossible. This is not happy chocolate unicorn rainbow camp...this is encampment. Self control is the key. Don't let your anger and frustration show; it will be evident in your voice. Pure anger and rage will be dismissed by most of your doolies and many will become fearful. All that yelling you do is pointless if your message loses meaning. You should never try and create fear within your flight. Think of your flight as your children because for one full week, they are. There is a difference between yelling and yelling at someone. When you put aggression into your tone, you are hazing and you can say goodbye to your future in CAP. You will get to know every member of your flight very well throughout the week so look for their signs; you will know when you need to back off and when to step forward.

Won't yelling make them hate me?

- For the first few days, doolies will most likely see you as a figure of authority and they may have some resentment towards you. Don't take it personal...remember the last time you were told you only had ten seconds to shower and 10 minutes to eat? Your voice will establish you as the alpha dog, and to a greater extent...Zeus. They won't like you right off the start. Throughout the week take time to throw in a quick joke to bring about some smiles and lighten the mood. Show them you are

human sometimes. Always let them know they can come and talk to you in private. Try to talk to your doolies individually throughout the encampment. Find out what they are thinking and what they need. Establish a good relationship with your flight. The goal is not to earn the most streamers; the goal is to earn your flights respect and to be proud in their progress as well as yours. Sometimes a cut up towel you pin to the guidon can mean more to a flight than a squadron award because it came from you.

How can I yell constantly for a week?

- Simple, adjust your voice level accordingly and use your diaphragm. If your voice is scratching when you yell, you will lose your voice in two days time. Learn to project through your diaphragm and drink plenty of water.

What about punishment?

- Punishment is dangerous. This is how many sergeants cross into the lines of hazing. Take away small minor freedoms such as conversation during free time or give a list of acceptable activities during free time.
- You can also choose to give your flight rewards such as drill downs or socializing time at the beginning of the day. As the day goes on, you can punish unsatisfactory behavior or performance by canceling the activities you rewarded earlier. This will give them motivation to work a little harder and this gives you a little more control over behavior by creating something you can take away.

Do not let your yelling become aggressive. You may have young doolies who are not mature enough yet to handle aggressive yelling. Watch your doolies facial expressions and especially the eyes. When you start to notice any doolies on the verge of breaking, you know you have gone too far. Stop the negativity and pump them back up with positive reinforcement and end with their morals lifted, not broken.

Sometimes doolies can breakdown. This may be because of stress, homesickness, or overall exhaustion. Watch out for your doolies and always be there to talk. When a doolie starts to have a breakdown, remove them from sight. Take them outside or away from the

flight. Take time to counsel them and make them feel better. Offer any help and if need be, escort them to a TACO. Once again let them know they can get through encampment and that you and the rest of the flight is there to help them along. Always leave on a positive.

Another important thing to remember is NEVER single out an individual. Praise in public and punish in private. If you need to correct an individual, do so off to the side and away from the flight. Don't haze them by yelling at them and humiliating them in front of their own teammates. When going one-on-one with a doolie, use a stern and professional tone. For achievements, bring out the individual in front of the flight. Let the flight know the doolie has improved and set an example that everyone is capable of. Individual Recognition boosts moral and can motivate the other flight members to strive for the same recognition. Be cautious though...don't let yourself be the one who picks favorites and drops all attention on them. It's always better to have a flight of great cadets than a flight of one outstanding cadet and the rest decent.

Remember, yelling is a tool. Use it effectively and properly. Be smart and use good judgment when handling your flight. You have a set group of individuals under your command and they are counting on you to take care of them. Like a good parent, reward them for their accomplishments but know when and how to give proper correction.

"Be mindful of age, experience, and emotions. Adjust yourself and your tone as every flight is different and will constantly evolve. Furthermore...Respect from your flight is worth more than all the streamers in the world."

Rules of Engagement:

By: C/Major DREW D. BARKER (CAWG)

'As an Encampment Flight Sergeant, there are three "Rules of Engagement" that will literally save you from going into the meat grinder and dragging everyone with you:

1) Always be ready to roll. Know your situation and what has to be done so that you can move out or in. Keep in mind that as a flight sergeant you are generally "First to Go, Last to Know."

2) Be creative and spontaneous with ideas, because you never know when you will need them--Make the training interesting. A C/Commander likes NCO's that think outside the box at the drop of a hat. Like Indiana Jones said when asked how he would resolve a tough situation, he replied: "I dunno...I'm making this up as I go along."

3) The last and most important rule as a flight sergeant is: HAVE A SENSE OF HUMOR! This is not just for yourself but for your Basics as well. A good sense of humor + spontaneous and dynamic training = an outstanding and worthwhile Encampment experience.

In review...The First Sergeant, the man, the life, the legend...

C/1Lt Greg Fratantaro (PAWG)

It was a cold winter's morning at the Nevada Wing Winter Encampment 2006. I had just traveled in the previous evening to Nellis AFB for my basic cadet encampment. One of the very first faces I met was the First Sgt. I received a warm hand shake, and what impressed me the most was, the First Sergeant actually took the time to get to know each of the basics that were already standing beside me. I could tell I was going to get along just fine with the First Sgt. He carried himself with not only professionalism but a demeanor that showed he was confident and motivated to teach and lead. As the First Sgt, this Cadet was always first out in the morning before formation and the last to go to bed. One of the major and most important jobs of the First Sgt, he would say, is to be the "mother of the squadron." The first sergeant always puts the needs of the personnel under his/her command in front of your own. Why?

“Because all enlisted cadets look up to the first sergeant. Even officers go to the first sergeant for tips and advice, and if any officer says that is untrue, they’re lying. The first sergeant is your go to guy or gal. Through my experiences as a Flight Sergeant, there is no one that you will be closer to or look to more for advice. Use the resources at your disposal. And if you are the first sergeant, the advice I can give to you is; know what you’re talking about, or refer whoever is asking to the manuals, other cadets or senior members. Don’t give false information, this is the worst thing you can do and you will lose the respect of others. Be careful to not get overly friendly, remember you need to keep a professional appearance. Lastly remember, its encampment. There is a time for joking and a time for training. You are here to train basics. Remember that this is an NCO/Basic relationship not an NCO/Enlisted cadet relationship. Be assertive, be professional, and use your First Sergeants knowledge. If you are the First Sergeant, make sure that the flight sergeants and flight commanders know you are there to help them in any manner.”

Next, there is a specific reason you are reading this manual. As a flight sergeant of flight commander or even a cadet in the flight, you want to learn. You want to do a good job being the First Sergeant at the encampment, or even in your home squadron. Take it from the horse’s mouth. I have been all over the country and have met many cadets from different walks of life. Chief Munoz knows what he is doing, and there is no one I would be happier to write this for. So if you just breezed over this manual I suggest you go back and re-read.

Chief Munoz was always one to practice what he preached in class, formation, and even at chow when our noses where stuffed in SOPs for the 100th time that day alone.

I learned excellent qualities of leadership, duty and honor from the First Sgt. His words of wisdom included; to be a leader one must put the people under his command before his/her self, you are always the last to bed, last in line for chow and the first to take responsibility. Whether he intended it or not, Chief Munoz taught me lifelong lessons about leadership, duty and left a lasting impression on me. My time at Nellis was one I will never forget. Even after my encampment has come and gone, and I am now a cadet 1st Lieutenant, Cadet Munoz and I remain friends time zones apart. I have gone on to teach in the same manner and ideals that the Chief taught me, to my squadron and other CAP functions.

With Everyone Else

By: C/Lt. Col TIFFANI HEINREICH (NVWG)

"Leadership doesn't only involve being able to make decisions and solve problems. To be a good leader one needs to be able to talk to and relate to their followers. They need to be counselors, advisers, and motivators. They shouldn't distance themselves from their followers but rather be right there in the middle of things, experiencing what the flight experiences."



What a flight commander wants, what a flight commander needs.

By: C/Capt. MARK HARDING (OHWG)

A flight commander is ultimately in charge of the flight. Any policies, jodies, nicknames should be ran past him/her first. He/she will probably expect you to do most

of the instructing, however if a commander does not allow you to instruct the flight you need to talk to him/her-it's your main duty at encampment.

What Flight commanders expect:

(This is not an all inclusive list, just some of my major expectations of my C/NCO's):

1. That you know what you teaching.
2. That you know to come to your superiors when you are in over your head.
3. That you lead by example.
4. That you relay any problems to your superiors.

Needs

1. I need to trust my flight sergeant and they need to trust me. The one person you will be interacting with the most is your flight commander.
2. Accountability-know where your cadets are at all times.

The one person you will be interacting the most at encampment is your flight commander, don't get on their bad side.

You have to build trust with your flight commander, and he or she will build trust in you.'

Special thanks to the people that helped me make this Handbook possible:

(Not all achievements are listed or this would never end)



*PETER H. IMBRIALE, C/Lt Col, CAP
Cadet Commander, South County Composite Squadron
Rhode Island Wing
NER National CAC Representative*

FORMER:

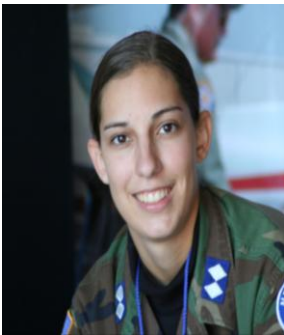
- Cadet Commander, RIWG Encampment 2007*
- Training OIC, RIWG Encampment 2006*
- SET OIC, MAWG Encampment 2005*
- First Sergeant, RIWG Encampment 2005*
- Honor Flight Sergeant, RIWG Encampment 2004*



*JAMES BRANDON LOONEY, C/Lt. Col, CAP
Cadet Programs Officer 99th Composite Squadron
Arkansas Wing*

FORMER:

- Cadet Commander ARWG Encampment 2007*
- Cadet Deputy Commander Arkansas Encampment 2006*
- Cadet Executive Officer Arkansas Encampment 2005*
- Cadet Flight Sergeant Arkansas Encampment 2004*
- Cadet Flight Member Arkansas Encampment 2003*



*TIFFANI HEINREICH, C/Lt. Col, CAP
Cadet Commander, Clark County Composite Squadron
Nevada Wing*

FORMER:

- National Blue Beret 2007*
- Cadet Officer School Staff 2006*
- Civic Leadership Academy 2006*
- Cadet Officer School 2005*
- Cadet Commander, Nevada Winter Encampment 2006*
- Flight Member Nevada Summer and Winter Encampment 2001*



*BECCA FRASER, C/Lt. Col, CAP
Cadet Commander NER-RI-034
Rhode Island Wing*

FORMER:

- Director, Rhode Island Cadet Leadership Academy 2007*
- Assistant Director RICLA 2006*
- Cadet PAO, Mass Wing Encampment, 2005*
- RICLA Flight Member, RIWG Encampment 2005*
- Honor Flight Member, RIWG Encampment 2004*

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*CALVIN-PAUL O. STEWART, C/Lt. Col, CAP
Leadership Officer, RMR-CO-160
Colorado Wing*

FORMER:

- National Emergency Services Academy 2007
- Cadet Commander RMR-CO-172
- Cadet Officer School 2005
- Honor Flight Member, RCLS 2002
- Honor Flight Member, COWG Encampment 2001



*JAMES N BASHFORD
Cadet Candidate, West Point Prep School
West Point*

FORMER:

- C/Lt. Col, Army JROTC
- Battalion Commander
- Battalion Executive Officer
- Battalion Logistics Officer



*FUMIKO E. HEDLUND, C/Lt. Col, CAP
Cadet Executive Officer PCR-HI-060
Hawaii Wing*

FORMER:

- IACE 2007
- PJOC 2007
- Cadet Commander, HIWG Encampment 2006
- Cadet Deputy Commander, HIWG Encampment 2005
- Cadet Flight Member HIWG Encampment 2003



*DREW D. BARKER, C/Major, CAP
Cadet Commander, PCR-CA-460
CAWG and Cadet Training Group Bagpiper*

FORMER:

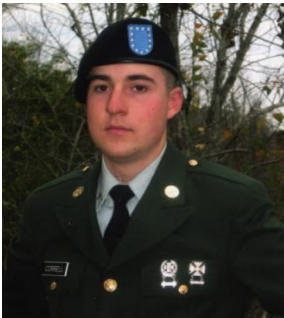
- Mess Operations Officer In Charge, CAWG Encampment 2007
- Mess Operations Officer, CAWG Encampment 2006
- Squadron First Sergeant
- Foxtrot Flight, CAWG Encampment 2004



*MARK D. HARDING, C/Capt, CAP
Cadet Deputy Commander 96th Composite Squadron
Ohio Wing*

FORMER:

- Alpha Squadron Commander Ohio Wing Encampment 2007*
- Alpha Squadron Executive Officer, 2006 Ohio Wing Encampment*
- Delta Flight, GLR Tri-Wing Encampment 2004*



*CHASE CORRELL, C/2d Lt. Ret., CAP
WO1 US Army Aviation, Helicopters
Arkansas Wing*

FORMER:

- Stan/Eval OIC Arkansas Encampment 2006*
- Command Chief Arkansas Encampment 2005*
- Wing Cadet NCO of the Year 2005*



*KATE FORSYTHE, C/Major, CAP
Cadet Deputy Commander 102nd Composite Squadron
Massachusetts Wing*

FORMER:

- Cadet Executive Officer RIWG Encampment 2007*
- RICLA Flight Member, RIWG Encampment 2006*
- Flight Member, RIWG Encampment 2005*



*TABITHA NILSEN, C/1st Lt., CAP
Flight Commander 99th Composite Squadron
Color Guard Commander 99th Composite Squadron
Arkansas Wing*

FORMER:

- Honor Guard Academy 2007*
- SET Team Member, ARWG Encampment 2007*
- Bravo Flight Sergeant, ARWG Encampment 2006*
- Basic Flight Member, ARWG Encampment 2005*



*CARLOS JOSE, Capt, CAP
Interim Director of Cadet Programs
Nevada Wing*

FORMER:

- Cadet Commander, Nevada Encampment 2002*
- Squadron Commander, Nevada Encampment 2001*
- Cadet Deputy Commander, Nevada Winter Encampment 2000*
- Cadet Executive Officer, Nevada Summer Encampment 2000*



*DANIEL JAMES JACKSON, C/2d Lt, CAP
First Sergeant East Bay Cadet Squadron 18
California Wing*

FORMER:

- First Sergeant, Squadron Two, COWG Encampment 2007*
- First Sergeant, Watsonville Fly-In, CAWG 2007*
- India Flight Honor Cadet, CAWG Encampment 2006*
- Graduated 4th of 20 Pacific Region RCLS 2006*



*BRIAN LAMACH, Private First Class, US Army
Combat Engineer*

Former:

- C/CMSgt, AFJROTC*
- C/CMSgt, CAP*
- Cadet Flight Member, Nevada Wing Encampment 2006*



*BEN FRAIZER, C/2nd Lt, CAP
Yeager Cadet Squadron
Florida Wing*

FORMER:

- Cadet Command Chief, SER Encampment 2007*
- Cadet Flight Sergeant, FLWG Encampment 2007*
- Cadet Basic Flight Member, FLWG Encampment 2006*
- Cadet Company First Sergeant, Army JROTC*
- Cadet Platoon Leader, Army JROTC*
- Squadron Cadet NCO of the Year, 2006 & 2007*



*HANNA KOBZEV, C/1st Lt, CAP
Cadet Commander PCR-HI-060*

FORMER:

- PJOC 2007
- Cadet Executive Officer, HIWG Encampment 2006
- Flight Commander, HIWG Encampment 2005
- Basic Flight Member, HIWG Encampment 2003



*Gregory J. Fratanaro, C/1st Lt, CAP
Executive Officer, Doylestown Comp. Squadron 907
Pennsylvania Wing*

FORMER:

- Cadet Commander, AF Space Command Familiarization Course 2007
- Cadet Commander, PAWG Humanitarian Mission 2007
- NVWG Winter Encampment 2006
- PAWG Humanitarian Mission 2005

I would also like to mention some other people that either taught me about being a Cadet NCO or have otherwise contributed to this book and its content. There are too many people to possibly mention them all, but the ones that came back to me from pictures, experiences or correspondence follow:

United States Air Force Academy: Cadet 3rd Class Daniel Tortuga

United States Military Academy: Cadet 4th Class Jon Hendricks

United States Naval Academy: Cadet 4th Class Andrew Stephenson

Nevada Wing: C/CMSgt Joshua Mutua and C/1st Lt. Sarah Woolman

Florida Wing: C/Captain Cristian Rodriguez, C/Major Weiss, C/Captain Mario Pozo, C/CMSgt Trixie Stengle

Colorado Wing: C/CMSgt Adam Murphy, C/Major Justin Tappan, C/Major Mitchell Edwards

Arkansas Wing: C/2d Lt. Amanda Beasley, C/SSgt Daniel Beasley, C/CMSgt. Matthew Heckman

Pennsylvania Wing: C/1st Lt. Greg Fratanaro

Hawaii Wing: C/CMSgt Jacob Edelo, Captain Gabriel, C/1st Lt. Logan Fields

Illinois Wing: C/Captain Zachary Busson

Wisconsin Wing: Captain Kenneth Folberg

Rhode Island Wing: C/Lt. Colonel Sam Imbriale, C/2d Lt. James Horton

Minnesota Wing: C/CMSgt Wesley Davis

Alaska Wing: C/Captain Christopher Klein

New York Wing: Lt. Lebenns

From the Author:

Written by Cadet Nathan Munoz, Texas Wing, CAP
Do not Edit without Permission from the Author
Contact @ wraithuda@gmail.com

"This Handbook started as a way for me to train Flight Sergeants when I was a First Sergeant. Eight months later, I'm finishing it up. After countless sessions with fellow cadets, coworkers, educators and Officers I have produced this work.

This Handbook is not perfect because I am not perfect. I have made a great many mistakes in my life. The choices you make after the mistakes are what matters. Get off your fourth point of contact and travel forward. That is how I got where I am today.

The stories of Chief Smith are from events that I have seen or taken part in, and are there to interrupt the regular teaching and to stimulate the mind. Just because Chief Smith says or does one thing in those stories, doesn't mean that every encampment is going to be that way. Every Wing's encampment has differences and those should not be ignored. The Pacific Region is much different than the North East Region the South East Region or the South West Region. How do I know? Cause I've been the Senior Cadet NCO at encampments in those Regions. Everyone is different. From calling cadets Doolies in Florida Wing, Project X's in Rhode Island, Snakes in Arkansas or visiting Vegas in Nevada, every encampment will be different! A Jodie can be called a cadence, a cadence call, or a song. It's all the same thing. PT will differ, as well classes and level of Basic Cadets. Improvise, because you will never be prepared for everything.

Certain items in this Handbook might show different views than those of your Commanding Officers. Keep them in the Loop. They usually like to know what's going on. If anyone has any problems with areas of this book that they consider hazing, contact me and tell me! I do not encourage hazing, and have personally removed junior staff members for hazing cadets. I do not tolerate or encourage it.

The best part of Civil Air Patrol is when you are a Cadet NCO, leading cadets. My first Encampment command was unexpected, and took me by surprise. More like shock I suppose, but if you believe in your cadets, and pursue their best interest rather than your own, you will do well.

I was given the honor of being Cadet Commander the night I was promoted to the grade of C/MSgt. Being a Cadet Officer; you deal with problems and with telling the NCOs how to fix them. In order to be a good leader, one must be a good follower.

I hope this handbook has taught you something. I sure learned a lot about myself and my fellow cadets in this endeavor. This Handbook has been used at several encampments and is in numerous Wings. If you found this book helpful, please contact me and let me know. I always enjoy meeting new people.

Never settle for second best, go for the Gold! "

Good Luck Sergeants,

Respectfully,

NATHAN MUNOZ, C/2d Lt, CAP

Hawaii Wing, Civil Air Patrol

About the Author:

Written by Cadet Nathan Munoz, Texas Wing, CAP
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Cadet Second Lieutenant Nathan Munoz was born in Galveston Texas. He currently resides on the Islands of Hawaii where he lives on the North Shore of the Island of Oahu. He works as a waiter on a Cruise Ship and enjoys competing with his Airsoft team, spending time with friends at the beach and hiking the many trails in Hawaii. He has an interest in older firearms as well as the history of warfare. He reads and writes books as a pastime and has a weakness for Dr. Pepper.

Nathan's Civil Air Patrol career as a Cadet started in January 2002 after being told of the program by a friend on the Mainland. In his time as a Wheeler Squadron Cadet, Nathan's most notable positions included Color Guard Commander, Flight Sergeant and Cadet Commander. Nathan loves encampments, and loves teaching other Cadets about the Cadet Program even more. After five staff encampments, Nathan has had an honor flight and the privilege of knowing Cadets and Senior Members from all eight Civil Air Patrol Regions. He just got his Mitchell after holding almost every position a Cadet NCO would want to.

He plans to apply for National Blue Beret and PJOC in the summer of 2008 and hopes to become a Police Officer.